

MINUTES  
OF THE  
CIA CAREER COUNCIL

38th Meeting, Thursday, 10 January 1957, 3:00 p.m.  
DCI Conference Room, Administration Building

Present: Harrison G. Reynolds, Director of Personnel, Chairman  
Robert Amory, Jr., Deputy Director (Intelligence), Member

25X1A9a [REDACTED] Acting DD/TR, Alternate for D/TR, Member  
COP-DD/P, Alternate for DD/P, Member

Lyman B. Kirkpatrick, Inspector General, Member

25X1A9a H. Gates Lloyd, Assistant Deputy Director (Support),  
Alternate for DD/S, Member

25X1A9a [REDACTED] Director of Communications, Member  
[REDACTED] Deputy Director of Personnel for Planning  
and Development, Executive Secretary

25X1A9a [REDACTED] Office of Personnel, Reporter

25X1A9a Guests: [REDACTED] Staff

25X1A9a [REDACTED] Staff  
[REDACTED] C/A&E/TR

1. The minutes of the 37th meeting were approved with the 25X1A9a  
following correction for "to be replaced eventually by Mr. [REDACTED]"  
read "to be supported by Mr. [REDACTED]" 25X1A9a

2. It was reported to the Council (a) that the Director had  
approved all the candidates nominated by the Council for the Defense  
Colleges; (b) that three candidates--one more than anticipated-- had  
been invited to attend the National War College, and (c) that an extra  
slot had been allotted for the Armed Forces Staff College, therefore  
two persons will attend.

3. Items 2 and 3 on the Agenda were tabled.

4. The Council reviewed the Emergency Travel Insurance Plan and  
supporting papers (Item 4). The Chairman read a memorandum from the  
President of GEHA Inc. advising that GEHA Board had authorized him to  
complete arrangements for Agency participation. The Council voted  
approval of the plan and CIA's participation in it.

25X1A9a 5. Dr. [REDACTED] Chief, A&E Staff, Office of Training,  
presented to the Council proposed revisions in the Fitness Report for  
which the Council had asked. [REDACTED] recommended--and the Council 25X1A9a  
approved--that (a) only limited changes be made in the Fitness Report  
form at present; these to include, however, a complete revision of the  
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section dealing with supervisory potential, (b) that research, as at present, be continued until September 1957 with a view to presenting to the Council at that time a comprehensive study of the fitness reporting system and forms necessary to implement it, (c) that the Task Force on the Fitness Report be continued to aid and to guide the research and other inquiries with respect to both users (raters and supervisors) and consumers (executives and Career Boards and Panels), and (d) that a limited pilot run of the proposed revisions be made prior to printing it for Agency-wide use. The Task Force (Messrs. Stewart, [REDACTED] had consulted with Dr. [REDACTED] and lent their support to Dr. [REDACTED] recommendations. With wholly minor amendments, the Council approved the proposed changes in the Fitness Report form. These included:

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- a. Addition of the personnel serial number to Part I and Part II;
- b. Addition of "number of months under my supervision" to Part I;
- c. Revision of the statements to be made by the reviewing official in both Part I and Part II with a view to making his role more specific;
- d. Minor clarifications in Part I Section C, Job Performance Evaluation;
- e. Modifications in Part I Section D, Suitability for Current Job, to ensure that it was suitability for a current job not over-all suitability that was being rated;
- f. Over-all revision of the method by which the supervisor evaluates supervisory potential;
- g. Minor revision of the instructions in Part II Section G<sup>4</sup> concerning strengths and weaknesses.

6. The Council requested the Task Force to investigate all aspects of the fitness reporting system, to review Agency experience with the present Fitness Report form and to make recommendations in the fall of 1957 to the Council as to whether the present Fitness Report form should be retained or modified, or whether some other evaluation system would better meet the needs of the Agency. On the invitation of the Chairman to members of the Task Force to comment, Mr. [REDACTED] made several basic points among which were:

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- a. While evaluating people is an extremely complex problem, it is of vital importance that the Agency move forward and make changes where necessary and whenever necessary in order to achieve the best possible evaluation system we can develop;

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b. That the goal of the system should be a clear cut conclusion, such as ratings of plus, average, or minus, whenever it is practical in order that our end product not be so complex that we are unable to assess what we have; and

c. That forthrightness in reporting is in direct relation to the privacy of the file and its freedom from indiscriminate access by unauthorized persons, and that this is a matter of extreme importance both to the supervisor as well as to the subject.

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7. Mr. [REDACTED] requested particularly that the Task Force consider making it a narrative evaluation instead of the form when evaluating senior persons perhaps down to the GS-12 or GS-13 level. He also asked the Task Force to consider reducing the number of alternatives since it is difficult to interpret the slight shades of meaning that individual supervisors attach to the multiple statements. Mr. [REDACTED] felt that the Task Force in making its recommendations to the Council should not be held by the previous decisions of the Council respecting the fitness reporting system. Mr. Kirkpatrick supported Mr. [REDACTED] recommendations regarding narrative reports. 25X1A9a 25X1A9a

8. It was agreed that the Office of Personnel would do its best to see that a new edition of the Fitness Report form containing the revisions approved by the Council would be actually in effect by the end of February 1957.

9. The Council adjourned at 4:00 p.m.

[REDACTED]  
Executive Secretary  
CIA Career Council

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